

CATAWBA COUNTY EMERGENCY OPERATIONS PLAN

BASIC PLAN

I. PURPOSE

This plan predetermines actions to be taken by the government agencies and private organizations of Catawba County to reduce the vulnerabilities of people and property to disaster and establish capabilities to respond effectively to the actual occurrence of a disaster.

II. SITUATION AND ASSUMPTIONS

A. Situation

1. General description: Catawba County is located in North Carolina Emergency Management Area E and FEMA Region IV. It's geographic location is the western section of the State. It is bound on the East by Iredell County, on the South by Lincoln County, on the North by Alexander County, and on the West by Burke County. The current population of the County and municipalities within the County is 120,000. During business hours the population of the county increases to approximately 250,000 persons.
 - a. The following services, which may have expanded duties during disasters, are provided by Catawba County;
 1. Emergency Medical Services
 2. Animal Control
 3. Education
 4. Law Enforcement (Sheriff)
 5. Health Department
 6. Hospital (Catawba Memorial)
 7. Fire Marshal
 8. Landfill Operations
 9. Library
 10. Mental Health
 11. Social Services
 12. Building Inspections

13. Volunteer Fire Departments
14. Volunteer Rescue Squads
15. Emergency Management

b. The following municipalities provide services that may be expanded during a disaster or their duties may be directly impacted by the hazard;

1. Town of Brookford - Water, Law Enforcement, Sanitation, Sewer, Building Inspection, Animal Control
2. Town of Catawba - Electrical, Water, Sewer, Law Enforcement, Fire Protection
3. City of Claremont - Water, Sewer, Law Enforcement, Fire Protection, Sanitation, Animal Control
4. City of Conover - Sewer, Water, Law Enforcement, Sanitation, Fire Protection, Street Maintenance, Building Inspection
5. City of Hickory - Sewer, Water, Building Inspection, Library, Fire Protection, Street Maintenance, Sanitation, Law Enforcement, Airport, Animal Control
6. Town of Long View - Water, Law Enforcement, Fire Protection, Animal Control
7. Town of Maiden - Electrical, Sewer, Law Enforcement, Water, Fire Protection, Animal Control
8. City of Newton - Electrical, Water, Sewer, Sanitation, Law Enforcement, Fire Protection, Street Maintenance, Animal Control, Building Inspection

2. The major traffic arteries are:

Highway 70 EW
Highway 16 NS
Highway 10 EW
Interstate 40 EW
Highway 321 NS

3. Railroads are:

Southern Railways

4. Gas Lines Are:

Piedmont Natural Gas serves the cities of Hickory, Newton, Conover and some rural residents throughout the county.

5. The County contains the following airport(s):

Hickory Municipal Airport located in the City of Hickory. The airport supports commuter air service with aircraft carrying as many as 25 persons.

6. The County is exposed to many hazards, all of which have the potential to disrupt the community, cause damage, and create casualties. Potential hazards (natural, technological and national security) for Catawba County are:

a. Potential Hazards

- Earthquakes
- Mudslides
- Fixed Nuclear Incident
- Rail Accident
- Dam Failure
- Marina Fire (Lake Hickory and Lake Norman)
- Mass Casualty Accident/Mass Fatality
- Civil Disorder (Evacuation/ Re-entry)
- Severe Weather

- b. The County has experienced many hazards, all of which have at some particular time caused disruption to communities, great amounts of damage and in some cases even created casualties. These hazards being natural, technological and civil are:

1. Historical Hazards

- Major Fires
 - > Large Structural
 - > Forest or Grassland
 - > Landfill
- Floods
- Severe Weather
 - > Tornados
 - > Waterspouts on Lake Norman
 - > Winter Storms
 - > Cold Weather
 - > Hurricanes (Latent Effects)
 - > Thunderstorms
- Hazardous Materials
 - > Transportation Accidents
 - > Fixed Facility
 - > Unknowns
- Airplane Crashes
- Drought
- Power Failure
- Civil Disorder/Rioting
- Pipeline Break
- Vandalism

B. Assumptions

1. The occurrence of any one or more of the disaster events previously listed could impact Catawba County severely and include several of the following possibilities:
- Loss of electric power
 - Failure of the water distribution system

- Severance of road/highway network
- Necessity for mass care and feeding operations
- Evacuation of people from the county
- Need for debris clearance and removal
- Multiple injuries and fatalities
- Drastic increase in media attention
- Damage to the communications networks
- Damage to the telephone network
- Economic impact
- Increased number of vermin/vectors
- Need for official public information and rumor control
- Need for State or Federal assistance
- Re-entry of essential personnel and equipment
- Re-entry of the public
- Damage to vital records
- Need for damage assessment
- Need for auxiliary power
- Need for coordination of donated goods
- Contamination of private wells
- Over taxing local resources
- Depth of staffing problems
- Loss of facilities vital to maintaining essential services
- Environmental impact/wildlife, natural resources, and agricultural
- Management of reconstruction
- Coordination of staged resources
- Isolation of populations
- Presidential Disaster Declaration

2. The occurrence of one or more than one of the previously listed hazards could result in a true catastrophic disaster situation which would grossly overwhelm local and state resources.
3. It is necessary for the County to plan for and to carry out disaster response and short-term recovery operations utilizing local resources, however, it is likely that outside assistance would be

needed and available in most major disaster situations affecting the County.

4. Officials of Catawba County are aware of the possible occurrence of an emergency or major disaster and their responsibilities in the execution of this plan and will fill these responsibilities as needed.

III. CONCEPT OF OPERATION

1. As required by General Statutes 166A-2, it is the responsibility of County government to organize and plan for the protection of life and property from the effects of emergency/disaster.
2. Catawba County utilizes the four phases of Comprehensive Emergency Management in designing and implementing the emergency services program. These phases are:
 - a. Mitigation - Through the planning and building inspection programs the county and municipal governments use codes and standards to prevent industry from impacting on residential areas and also prevents sub-standard building construction. Education of the public about potential disaster effects also prevents injury and death from disasters.
 - b. Preparedness - Through disaster planning and recognition of hazards likely to effect the area, the county and municipal agencies prepare for potential disasters. County agencies are offered training and equipment in preparation for a disaster and each department is responsible for seeing that their responders have adequate training to carry out assigned functions. Many other programs are offered to the residents of the Catawba County to help them also be prepared.
 - c. Response - When a disaster occurs the county and municipal agencies respond either as direct assistance to the disaster area or as a support agency to the first responders on-scene. The response agencies will act within their scope of training and will call upon outside resources as needed to mitigate further damages.

- d. Recovery - After the immediate short term emergency needs of an area are controlled, the county and municipal governments begin a recovery process that may take several days to many months or years. Response agencies will determine what impacts have been made on the community and what will need to be done to put the community back to pre-disaster conditions. Many times this effort will overwhelm the jurisdiction and assistance from State and Federal Government will be needed.
- 3. Catawba County provides many emergency services to the citizens of the county on a daily basis. Some of the services overlap into city/town government jurisdictions. While the cities/towns within the county provide many services to their citizens, they also depend on Catawba County for services such as emergency medical, social services, mental health, sheltering of evacuee's, and emergency management.
- 4. Each city/town government in Catawba County will maintain their own operations in the event of an disaster. However, if city/town government's resources prove to be inadequate during emergency operations, requests for County resources will need to be made to keep the city/town governments normal operations functional. There are city/town governments in the county that will be able to remain completely functional without outside resources, but there will still remain some that will be totally dependent on the county resources.
- 5. As requests for resources become overwhelming, the county will coordinate with adjoining counties for additional available resources while also working with North Carolina Emergency Management to utilize state resources when county capabilities become exhausted.
- 6. When needed the Catawba County Commissioners can declare a "State of Emergency" as directed by State Statute 166A-8, to assist the local emergency response agencies in carrying out their duties and for the protection of the citizens and property within the disaster area. Cities can independently declare a "State of

Emergency" in the event of a disaster or, by resolution, can sign off on a County "State of Emergency" if one is declared.

7. When a disaster overwhelms the capability of state and local governments, resources of federal departments and agencies may be needed.
8. Local governments will use their normal channel for requesting assistance and/or resources, through the Area E Emergency Management Office to the State Emergency Operations Center. If state resources have been exhausted, the State will arrange to provide the needed resource(s) using the Emergency Support Functions as described in the Federal Response Plan.
9. The Federal Response Plan establishes the basis for fulfilling the Federal government's role in providing response and recovery assistance to a State and its affected local governments impacted by a significant disaster of any kind which results in a required Federal response.
10. Under the Federal Response Plan, departments and agencies having various authorities and resources have been assigned primary and support agency responsibilities for various Emergency Support Functions. These Emergency Support Functions will work in concert with State agencies to provide the needed resource(s).
11. Under the provisions of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, a Federal Coordinating Officer will be appointed as the President's representative to coordinate overall delivery of Federal assistance. Federal departments and agencies have been assigned missions to provide assistance directly to the State, under the overall direction of the Federal Coordinating Officer.

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

- A. Organization: Most of the departments within local government have emergency functions in addition to their normal duties. Each department is responsible for developing and maintaining their own emergency

management procedures. Specific responsibilities are outlined below under the section entitled "Assignment of Individual Responsibilities". Responsibilities for certain organizations which are not a part of local government are also presented.

B. Assignment of Individual Responsibilities

1. Chairman, County Commissioners

- a. Carry out appropriate provisions of state general statutes, in addition to local ordinances relating to emergencies.
- b. Issue and distribute as appropriate, a local proclamation declaring a State of Emergency or terminating the State of Emergency.
- c. Assume direction and control of emergency operations after declaring an emergency at County level.
- d. Request assistance from State government through the Emergency Management Coordinator, as needed, to control an emergency.
- e. Insure that information and reports are forwarded to the State Division of Emergency Management, through the Area "E" Office, regarding an emergency.
- f. Perform coordination and policy-making functions as necessary to provide for optimum protection of public health and safety within the jurisdiction.
- g. Authorize emergency workers to support evacuation and to enter and leave the threatened area(s).
- h. Assure the protection of public documents and public facilities during the emergency.

2. City/Town Mayors

- a. Carry out appropriate provisions of state general statutes, in addition to local ordinances relating to emergencies.
- b. Issue and distribute as appropriate, a local proclamation or resolution declaring a State of Emergency or terminating the State of Emergency.
- c. Request assistance from State government through the Emergency Management Coordinator, as needed, to control an emergency.
- d. Insure that information and reports are forwarded to the State Division of Emergency Management, through the Area "E" Office, regarding an emergency.
- e. Perform coordination and policy-making functions as necessary to provide for optimum protection of public health and safety within the jurisdiction.
- f. Authorize emergency workers to support evacuation and to enter and leave the threatened area(s).
- g. Assure the protection of public documents and public facilities during the emergency.
- h. Assume direction and control of emergency operations after declaring an emergency at the Municipal level.

3. County Manager

- a. Ensure County agencies continually update their annexes to the Emergency Operations Plan and develop internal Standard Operating Procedures (SOPs) as needed to respond to emergencies through Emergency Management.
- b. Ensure that exercises and tests of the emergency systems are conducted on a periodic basis to test the functions of the Emergency Operations Plan through the Emergency Management Office.

- c. Ensure that representatives for Emergency Operations Center staff are designated (e.g. Radiological Officer, Health Director, Public Information Officer, etc.) to report to the Emergency Operations Center upon activation to provide direction and control.
- d. On behalf of the Catawba County Commissioners, implement direction, control, coordination, and policy-making functions as necessary to provide for optimum protection of public health and safety within the jurisdiction, including management of the Emergency Operating Center utilizing the Emergency Management Coordinator to carry out this function.
- e. Implement emergency policies/ordinances, as appropriate, on behalf of the governing body.
- f. Ensure that financial records of expenditures are kept during emergencies.

4. City/Town Manager

- a. On behalf of the city/town council, implement direction, control, coordination, and policy-making functions as necessary to provide for optimum protection of public health and safety within the jurisdiction.
- b. Implement emergency policies/ordinances as appropriate for the governing body.
- c. Ensure that financial records of expenditures are kept during emergencies.
- d. Develop plans for the security of municipal public documents and facilities.
- e. Develop a roster of key workers who must remain during an emergency or return subsequent to an evacuation to relieve other key workers.

- f. Provide, as requested, municipal personnel and equipment resources to the County to support emergency operations and evacuations.

5. Emergency Management Coordinator

- a. Perform assigned duties according to state statutes and local ordinances to include serving as the Community Emergency Coordinator as defined by SARA Title III.
- b. Set priorities on available resources and implement resources controls to restore essential services.
- c. Responsible for developing, coordination, and updating the county plan in accordance with Federal and State guidelines, coordinating of emergency operations within the county, and coordination of emergency activities with adjoining jurisdictions.
- d. Establish and equip the County Emergency Operations Center (EOC) to include primary and backup radio communications (fixed and mobile), and provide for operations on a continuous basis as required.
- e. Ensure that a system is developed and implemented to manage information (including internal messages) pertaining to the emergency situation and disseminate it to other levels of government and private sector.
- f. Acquire maps, status boards and other display devices for the Emergency Operations Center which identify high hazard areas and pre-selected control/monitoring points.
- g. Ensure that an events log (casualty and health concern, property damage, fire status, size of risk area, scope of hazard, number of evacuees, radiation dose, etc.) is compiled and displayed in the Emergency Operations Center throughout the duration of the emergency.

- h. Provide for acquisition/stocking of food, water supplies, and other equipment necessary for the effective operation of the Emergency Operations Center/Staff.
- i. Develop a schedule for testing, maintaining and repairing Emergency Operations Center and other emergency equipment, as well as coordinate exercises and test of the emergency systems and plans within the jurisdiction.
- j. Alert staff and Activate Emergency Operations Center (for 24-hour coverage if necessary) when notified of potential/emergency situations.
- k. Ensure that Emergency Operations Center staff acknowledge and authenticate reports.
- l. Ensure staff and officials briefings are conducted periodically during the emergency.
- m. Establish and maintain coordination with other jurisdictional Emergency Operations Center's as appropriate.
- n. Provide for adequate coordination of recovery activities among private, state, and federal agencies/organizations.
- o. Plan for/identify and maintain current inventories of available resources for emergency purposes including vital facilities.
- p. Maintain administrative records as required.
- q. Receive requests for assistance from municipalities within the County and direct aid to areas where needed.
- r. Prepare authentication charts and devices for use during an emergency.
- s. Develop procedures to warn areas not covered by existing warning systems.

- t. Coordinate warning resources with neighboring counties.
- u. Develop and maintain a public information and education program for disaster preparedness.
- v. Direct and assist the Public Information Officer in disseminating public information during emergencies.
- w. Identify potential evacuation areas in accordance with the County's hazard analysis.
- x. Develop evacuation procedures.
- y. Identify population groups requiring special assistance during evacuation (e.g. senior citizens, the very ill and disabled, nursing homes, prison populations, etc.)
- z. Assure that institutions within the County have evacuation procedures.
- aa. Monitor the progress of the evacuation and modify evacuation procedures when needed.
- bb. Establish and equip Disaster Assistance Centers along with the State when appropriate.
- cc. Identify shelter facilities for short term use which have lodging and mass feeding capabilities.
- dd. Develop procedures to activate and deactivate shelters and ensure that American Red Cross and Department of Social Services develop shelter SOPs.
- ee. Designate shelter facilities with the shortest commuting distance to the hazard area for essential workers and their families.

- ff. Initiate the return of the population as soon as conditions are safe at the direction of the Chairman, Board of County Commissioners.
- gg. Assign a Damage Assessment Officer to coordinate overall damage assessment operations.
- hh. Provide damage assessment training.
- ii. Maintain sufficient quantities of needed forms and supplies for damage assessment teams and other departments/agencies assisting with assessment/recovery operations.
- jj. Secure resources to support and assist with damage assessment activities (maps, tax data, cameras, identification, etc.).
- kk. Establish a Utilities Liaison to coordinate information flow between the Emergency Operations Center and affected utilities.
- ll. Assist with identification and notification of applicants that may be eligible for PA programs (local government entities, private nonprofit organizations, Indian tribes, etc.).
- mm. Analyze personnel and equipment requirements to meet potential hazards and maintain a resource manual
- nn. Develop mutual aid agreements for use of resources.
- oo. Develop procedures to alert key officials.
- pp. Develop procedures to activate the EBS system.
- qq. Coordinate resource use under emergency conditions and provide a system to protect these resources (i.e. essential personnel and equipment).

- rr. Provide for the storage, maintenance, and replenishment/replacement of essential equipment and materials (medical supplies, food and water, radiological instruments, etc.)
- ss. Request additional resources in those cases where County resources cannot meet response or recovery requirements.
- tt. Provide backup communications for Emergency Operations Center through the mobile command post.
- uu. Develop a flood warning system for areas in the county subject to frequent flooding.

6. Agency/Jurisdiction Emergency Operations Center Representatives

- a. Report to the Emergency Operations Center and ensure continuous representation throughout activation.
- b. Provide support personnel and services to the Emergency Operations Center as appropriate/necessary.
- c. Ensure all information related to the emergency/disaster situation is coordinated with other response agencies/organizations.
- d. Ensure agency staff are secured to provide for 24-hour operation.

7. Public Information Officer

- a. Prepare procedures for the conduct of public information services during disasters.
- b. Maintain current inventories of public information resources.
- c. Coordinate all media releases pertaining to emergency planning and operations.
- d. Provide for rumor control and emergency instructions. Publicize the telephone number of a rumor control line where official disaster information can be obtained by the public.
- e. Develop media advisories for the public.
- f. Provide emergency information materials for the public including hearing impaired and non-English speaking groups.
- g. Prepare SOPs for the coordination of public information during emergencies.
- h. Prepare and maintain a current internal notification/recall roster of staff to man the Emergency Operations Center Media Center.
- i. Maintain working relationships with the media and a current list of radio stations, television stations and newspapers to be used for public information release.
- j. Prepare written statements of agreements with the media to provide for dissemination of essential emergency information and warning to the public, including the appropriate protective actions to be taken.

- k. Arrange points of contact for releases of public information in an emergency and for briefings to media representatives when appropriate.
- l. Assist in the preparation and review of Emergency Public Information Materials for all hazards affecting the County.
- m. Report to the Emergency Operations Center upon activation and coordinate the release of disaster related information with local agencies, State and Federal governments.
- n. Clear information with the chief executive before release to the media.
- o. Prepare and distribute pre-scripted Emergency Public Information Center materials to the media (newspaper, radio and television, etc.).
- p. Ensure that all sources of information being received are authenticated and verified for accuracy.
- q. Assist in handling inquiries and informing families about places of conduct for missing relatives, continued emergency services, restricted areas, etc.
- r. Review and Update the Emergency Public Information Annex and SOPs regularly.
- s. In the event of a Fixed Nuclear Facility incident, maintain contact with the Joint Information Center (JIC) to provide information for news releases, review news releases for accuracy, and to coordinate rumor control for Catawba County.

8. Sheriff

- a. Plan for conducting traffic control and other law enforcement operations throughout the County during disasters.
- b. Develop mutual aid agreements with other law enforcement agencies.
- d. Provide backup communications for Emergency Operations Center through mobile units.
- e. Provide transportation for Emergency Operations Center personnel under emergency conditions, as warranted/necessary.
- f. Maintain current internal notification/recall rosters and communications systems.
- g. Assist in warning and notifying the affected population of an existing or impending emergency.
- h. Assist in evacuation of the disaster area and movement to shelter.
- i. Provide security and protection for the damaged area and critical facilities and control access to affected area.
- j. Provide security in the Emergency Operations Center, reception centers, shelters, lodging and feeding facilities during emergency operations.
- k. Relocate and house prisoners when necessary during periods of evacuation
- l. Coordinate additional law enforcement support with State Highway Patrol and other counties and/or municipalities during response activities.

- m. Deliver radiological monitoring kits when requested
- n. Establish staging areas in conjunction with fire departments, rescue squads, and the Transportation Coordinator.
- o. Review and Update the Law Enforcement Annex and SOPs regularly.

9. Municipal Law Enforcement Agencies

- a. Maintain law and order within local jurisdictions.
- b. Provide mobile units for warning operations.
- c. Provide security for essential facilities.
- d. Request assistance through the Emergency Operations Center as needed.

10. Fire Marshal

- a. Plan for coordination of fire fighting operations throughout the county in time of disaster.
- b. Develop mutual aid agreements.
- c. Analyze fire potential and identify fire service requirements.
- d. Develop and update Fire SOPs for coordination of fire fighting during emergencies.
- e. Prepare inventories of all fire equipment and personnel resources.
- f. Report to Emergency Operations Center upon activation and direct and control fire fighting operations.
- g. Provide for protective equipment, instruments, antidotes and clothing, within the resources of Catawba County, to

perform assigned tasks in a hazardous chemical or radiological environment to include decontamination.

- h. Direct and dispatch fire fighting aid from other counties to the disaster site.
- i. Advise decision makers and emergency support services on the hazards associated with technological hazards and the areas most likely to be affected by a release of a hazardous material.
- j. Support rescue operations.
- k. Provide support personnel to assist in traffic control and damage assessment operations
- l. Conduct fire inspections at vital facilities and in the disaster area during recovery.
- m. Coordinate fire control between city/town government, county, and forest service.
- n. Advise about fire security during operations.
- o. Review and Update the Fire Protection Annex and SOPs regularly.

11. Radiological Officer

- a. Develop a Radiological Protection System for the County and provide a radiological decontamination capability.
- b. Establish a radiological protection reporting network.
- c. Provide for maintaining exposure records and ensure that dosimeters are read and reported at appropriate frequencies.
- d. Assist in determining radiation levels for emergency workers and determine appropriate exposures.

- e. Coordinate county personnel and equipment for radiological monitoring and decontamination.

12. Fire Departments

- a. Assist in warning and notifying the affected population of an existing or impending emergency.
- b. Deploy fire personnel and equipment during emergencies.
- c. Designate staging areas for mutual aid and volunteer forces responding from other areas.
- d. Support rescue operations.
- e. Provide radiological and hazardous material decontamination and monitoring support.
- f. Maintain fire security in evacuated areas.
- g. Assist in decontamination operations.
- h. Assist in debris clearance for emergency access in the disaster area.

13. Rescue Squads

- a. Rescue of injured people during emergency operations.
- b. Provide a support role for emergency operations as needed for public warning and traffic control.
- c. Deploy rescue personnel and equipment in an emergency.
- d. Provide radiological and hazardous material decontamination and monitoring support.

- e. Support the evacuation of special institutions and handicapped/disabled individuals.
- f. Provide search and rescue services for lost individuals and for individuals unable to evacuate due to injury.
- g. The commander of the rescue squad association reports to the Emergency Operations Center to assist in coordination of rescue operations.
- h. Assist in debris clearance for emergency access in the disaster area.
- i. Provide emergency back-up services to the county emergency medical services.

14. County Emergency Medical Services Manager

- a. Plan for coordination of emergency medical activities throughout the County during disasters.
- b. Develop Emergency Medical Services procedures and mutual aid agreements
- c. Coordinate with hospital disaster coordinator on use of medical facilities within the County for mass casualty incidents.
- d. Establish liaison with medical facilities and maintain field communications with other response groups.
- e. Maintain liaison with American Red Cross (ARC) and other volunteer service agencies to support first aid and supplement medical resources in shelters and other disaster situations.
- f. Provide for the dispatch of ambulances and the transport of victims to medical facilities.

- g. Coordinate response capabilities utilizing the emergency rescue and ambulance units.
- h. Maintain a casualty tracking system.
- i. Provide for nursing care at shelters to the extent that local medical standing orders allow.
- j. Implement the Incident Command System as needed.
- k. Review and Update the Emergency Medical Services Annex and SOPs regularly.
- l. Provide medical surveillance and medical decontamination for emergency workers at incidents involving radiological and hazardous materials.

15. Social Services Director

- a. Plan for coordination of social services operations during disaster.
- b. Coordinate with medical/health care facilities (e.g. nursing homes, rest homes, etc.) to insure development of emergency procedures in conjunction with appropriate agencies.
- c. Develop mutual aid agreements.
- d. Coordinate emergency activities during response and recovery with American Red Cross, Salvation Army, Aging, and other volunteer organizations to include shelter, feeding and clothing.
- e. Assist American Red Cross in recruiting shelter staff from Social Services.
- f. Maintain current internal notification/recall rosters.

- g. Report to Emergency Operations Center upon activation to assist in shelter operations
- h. Coordinate with health, mental health and other volunteer/non-volunteer agencies, both public and private, to provide support personnel during sheltering.
- i. Train and prepare for the operation of special needs shelters for the county residents. (e.g. nursing homes, rest homes, etc.)

16. Communications Director

- a. Plan and direct communications and warning systems, including two-way radio systems throughout the County, describing methods of communications between Emergency Operations Center, field forces, shelter facilities, adjacent jurisdictions and area/State Emergency Operations Center.
- b. Ensure off-duty volunteer communications staff can be recalled on short notice to supplement on duty personnel.
- c. Maintain current internal notification/recall rosters.
- d. Ensure information pertinent to the emergency/disaster situation is provided to the Emergency Operations Center via hard copy.
- e. Develop and maintain equipment, methods and procedures for communications between the Emergency Operations Center and on-scene emergency resources.
- f. Coordinate communications net with surrounding counties, the State and the County during disasters.
- g. Establish procedures to control two-way radio communications between the Emergency Operations Center and other forces, such as hospitals, ambulance dispatch points and amateur communications networks.

- h. Disseminate warning information.
- i. Review and Update the Communications Annex and SOPs regularly.
- j. Ensure that communications procedures are established for the use of logs, message forms and message control.
- k. Develop procedures for obtaining and restoring telephone services during emergencies.
- l. Develop mutual aid agreements.
- m. Identify potential sources of additional equipment and supplies.
- n. Provide radio repair capabilities and maintenance operations under emergency conditions.
- o. Ensure program training for all county communications personnel including volunteers and maintenance personnel.
- p. Provide for radio system compatibility and networking.
- q. Provide for the delivery of primary and backup radio communications (fixed and mobile)
- r. Report to the Emergency Operations Center upon activation and provide direction and control for communications operations
- s. Staff, equip, and operate emergency communications facilities and systems.
- t. Coordinate radio, telephone and teletype resources in the County.

- u. Develop procedures which define agency responsibilities, describe activation procedures and detail the warning systems for notifying the general public.
- v. Develop listing of warning equipment locations and areas of coverage.
- w. Provide for testing and exercising of the communications, warning, and alerting systems on a monthly basis.
- x. Provide for warning procedures for special locations such as schools, hospitals, nursing homes, major industries and institutions.
- y. Assist the Emergency Management Coordinator in analyzing siren locations and area coverage in relation to potential hazards.
- z. Arrange with public services agencies to augment warning capabilities.
- aa. Coordinate with the Public Information Officer to distribute necessary information to the media and public.
- bb. Receive warning information from the National Warning System or the Division of Criminal Information (DCI) and other official sources.

17. County Fleet/Facilities Maintenance Manager

- a. Prepare procedures to provide county maintenance functions during emergencies.
- b. Develop and maintain resource lists with source, location and availability of equipment, fuel and operational personnel to support response/recovery operations with assistance from the Emergency Management Coordinator.
- c. Develop mutual aid agreements.

- d. Provide for backup electrical power to the Emergency Operations Center
- e. Provide emergency portable water.
- f. Store and provide fuel for emergency vehicles.
- g. Provide sanitation services during emergencies.
- h. Prepare required reports and forward to the Emergency Operations Center.
- i. Maintain emergency power, water and sanitation resources at vital facilities in the County during emergencies.
- j. Assist in damage assessment operations and relay damage assessment information to the Emergency Operations Center.
- k. Plan for emergency repair and restoration of vital facilities and utilities during disasters.
- l. Assist in shelter marking and shelter upgrading.
- n. Conduct and assist with debris removal on county owned property.
- o. Review and Update the Public Works Annex and SOPs regularly.

18. Public Works Director (city/town)

- a. Maintain water supplies and sanitary facilities at shelter sites within the city/town during emergencies.
- b. Jointly with county emergency management direct and dispatch public works mutual aid from other jurisdictions and the State.

- c. Conduct debris clearance and removal operations within the municipal jurisdiction in conjunction with the North Carolina Department of Transportation.
- d. Provide support to state agencies, as needed, for water sampling and intake control.

19. Health Director

- a. Develop procedures for emergency public health operations.
- b. Develop and implement health awareness and public information programs regarding personal health.
- c. Report to the Emergency Operations Center upon activation and provide direction and control for emergency health operations.
- d. Plan for inspection of food and water in shelters and issuance of instructions for decontamination, distribution and usage.
- e. Conduct sanitation inspections of shelters.
- f. Develop mutual aid agreements.
- g. Provide for health care support at emergency facilities and shelters.
- h. Provide for medical needs of special needs population.
- i. Provide continuous health inspections and immunizations when appropriate to evaluate, detect, prevent and control communicable diseases.
- j. Coordinate environmental health activities for waste disposal, refuse, food, water control and vector/vermin control and sanitation.

- k. Provide for the monitoring and evaluation of environmental health hazards and arrange for corrective measures.
- l. Arrange for the resupply of health response agencies.
- m. Coordinate the distribution of exposure-inhibiting or mitigating drugs, vaccines, or other preventatives.
- n. Coordinate public information with the Agricultural Extension Office and the Public Information Office.

20. Mental Health Director

- a. Develop procedures to provide mental health services during emergencies
- b. Develop a Disaster training guide for counseling personnel.
- c. Provide crisis intervention training for personnel assigned to Critical Incident Stress Debriefing Teams.
- d. Implement disaster plans for mental health facilities.
- e. Provide mental health professionals for treatment of disaster victims.
- f. Assist American Red Cross with inquiries and inform families on status of individuals injured or missing.
- g. Maintain a 24-hour Crisis Line during periods of evacuation.
- h. Identify evacuees in reception centers, shelters and Disaster Application Centers who have experienced mental stress and provide them with mental health services.
- i. Ensure continuity of mental health treatment and medication for relocates.

- j. Provide crisis counseling to professionals and support staff working with the relocated population.
- k. Arrange for debriefings of psychological support for emergency workers and disaster victims.
- l. Coordinate with the Mental Health Coordinator and provide crisis counselors to shelters.

21. Medical Examiner

- a. Respond to notifications of fatalities from local authorities and establish an adequate morgue.
- b. Supervise the location and transportation of the remains of the deceased.
- c. Certify the causes of death of the deceased victims and issue death certificates.
- d. Notify next-of-kin and release the remains and personal effects to proper representatives.
- e. Issue press releases in conjunction with the Public Information Officer.
- f. Identify resource equipment and needed supplies.
- g. Coordinate with search and rescue teams during body recovery.
- h. Coordinate with funeral directors, ambulance services, pathologists, ARC, dentists, X-ray technicians and law enforcement in a mass fatality incident.
- i. Assist in handling inquiries and informing families about places of conduct for missing relatives.

22. Director of Finance

- a. Develop financial accounting record procedures for all agencies to report their emergency expenses.
- b. Maintain a separate account of disaster related expenditures and expenses.
- c. Maintain and provide a current internal notification/recall roster.
- d. Develop procedures for the procurement and delivery of essential resources and supplies on a timely basis.
- e. Report to the Emergency Operations Center upon activation and assist the Emergency Management Coordinator in the direction and control of resource management operations and staffing.
- f. Insure that response agencies initiate documentation of all costs incurred subsequent to the emergency/disaster.

23. Damage Assessment Officer/Tax Administrator

- a. Develop, review and annually update procedures for damage reporting and accounting.
- b. Train personnel in damage assessment organization, techniques and reporting procedures.
- c. Maintain a current damage assessment team notification/recall roster.
- d. Report to Emergency Operations Center upon activation and coordinate damage assessment operations in conjunction with the Emergency Management Coordinator.

- e. Assign damage assessment teams and deploy as appropriate. Assure each team has communications with the Emergency Operations Center.
- f. Inform emergency operations officials of hazardous facilities, bridges, roads, etc.
- g. Assist the Emergency Management Coordinator and other County or municipal agency representatives who are conducting recovery operations in prioritizing repairs and restoration of affected government facilities.
- h. Collect and compile incoming damage reports from teams in the field to include County and private agencies such as American Red Cross, school systems, private nonprofit/government utilities.
- i. Collate and compile damage assessment information for transmittal to the North Carolina Emergency Management Area E Office.

24. Superintendent of Schools

- a. Support transportation operations by providing buses and drivers, on request for evacuations of the general public along with medical and health care facilities.
- b. Provide support personnel (schools, cafeteria staff, counselors) as available.
- c. Provide school facilities for temporary medical treatment facilities or shelters.
- d. Provide for fuel support when refueling buses being used in transportation activities.
- e. Direct the evacuation of school populations.

- f. Coordinate letters of agreement for use of schools as shelters.
- g. Plan for transportation of County residents in a disaster, including special population groups (handicapped; elderly, etc.).
- h. Coordinate transportation operations, and keep Emergency Operations Center advised of status.

25. American Red Cross Liaison

- a. Coordinate shelter/mass care operations with the Department of Social Services (DSS).
- b. Provide support personnel as requested.
- c. Provide a shelter stocking plan for ARC shelters.
- d. Provide shelter managers to operate ARC shelters.
- e. Train shelter managers and the staff to handle the day to day needs of evacuees while shelter operation is in activation.
- f. Arrange for staffing of ARC shelters and feeding of evacuees.
- g. Identify evacuees within ARC shelters with special needs.
- h. Provide shelter management supplies.
- i. Assure that personnel are trained to operate and care for the day to day needs of the evacuees staying in DSS shelters
- j. Develop letters of agreement and procedures for shelter activities and secure cooperation of building owners for use of shelter space.
- k. Assist in handling inquiries and informing families on the status of individuals injured or missing.

- l. Inspect shelter sites for serviceability.

26. Salvation Army/Ministerial Association

- a. Provide support personnel for counseling services for disaster victims.
- b. Provide appropriately trained personnel, as available, to response teams.
- c. Assist American Red Cross in handling inquiries and informing families on the status of individuals injured or missing.
- d. Support the Donations Management program established by the county.
- e. Support the feeding operation for workers and victims at the disaster site.

27. RACES

- a. Coordinate and provide communications for outlying areas and local shelters with the Communications Center (Emergency Operations Center).

28. N.C. Cooperative Extension Agent

- a. Operate out of the County Emergency Operations Center as needed for technical advice and liaison with the agricultural community.
- b. Maintain contact with the agricultural representative, at the State Emergency Operations Center, for coordination of agricultural activities.

- c. Assist sampling teams operating in the county during radiological or hazardous materials incidents.
- d. Work with the county agencies to provide personnel for agricultural damage assessment teams.
- e. Coordinate releases of public information with the Public Information Officer and the Health Department.

29. Animal Control Officer

- a. Provide personnel, vehicles, and equipment to support shelter operations for those evacuating with domestic animals.
- b. Serve as technical advisor to the Emergency Operations Center on issues dealing with animal control.

V. CONTINUITY OF GOVERNMENT

A. General

The possibility that emergency and disaster occurrences could result in disruption of government functions necessitates that all levels of local government and their departments develop and maintain procedures to ensure continuity of government. These procedures will name who will be the decision-makers if an elected official or department head is not available.

B. Line of Succession

1. The line of succession of the County Board of Commissioners/Town/City Council/Alderman proceeds from the Chairman to the Members of the Board in accordance with jurisdictional policy.
2. Lines of succession for the Emergency Management Coordinator and department/agency heads with emergency responsibilities are shown in the appropriate annexes.

C. Preservation of Vital Records

1. It is the responsibility of the elected officials to insure that all legal documents of both a public and private nature recorded by designated officials be protected and preserved in accordance with existing laws, statutes, and ordinances.
2. Each department/agency is responsible for the preservation of essential records to ensure continued operational capabilities.

D. Relocation of Government

1. The County provides for the relocation of the governing body to the Emergency Operations Center during times of emergency if necessary.

2. If the primary Emergency Operations Center is determined inoperable, the governing body will relocate to the alternate Emergency Operations Center facility as needed.
3. City/Town government will relocate to facilities within their jurisdictions capability of providing emergency operations. If needed the county EOC can help support this.

VI. ADMINISTRATION AND LOGISTICS.

A. General

1. The emergency services Communications Center operates continuously 24 hours per day and is administered by the Catawba County Sheriff's Department.
2. The operational readiness and operations of the Emergency Operations Center is the responsibility of the Emergency Management Coordinator.

B. Records and Reports

1. Records of expenditures and obligations during emergency operations must be maintained by County government.
2. Narratives and operational journals of response actions will be kept.

C. Consumer Protection - Consumer complaints pertaining to alleged unfair or illegal business practices during emergencies will be referred to the State Attorney General's Consumer Protection Division.

D. Non-Discrimination

1. There will be no discrimination on grounds of race, color, religion, nationality, sex, age, or economic status in the execution of disaster preparedness or disaster relief and assistance functions.

2. This policy applies equally to all levels of government, contractors, and labor unions.

E. Agreements and Understandings

1. Agreements and understandings must be entered into by duly authorized officials and should be formalized in writing whenever possible prior to emergency situations.
2. Should local government resources prove to be inadequate during emergency operations, requests for assistance will be made to other jurisdictions, higher levels of government, and other agencies in accordance with existing or emergency negotiated mutual-aid agreements and understandings. Requests for State and Federal resources must be made through the local Emergency Management Coordinator to the Area Office. From there, such requests are forwarded to the State Emergency Operations Center.
3. Organizations tasked with responsibilities in the implementation of this plan are responsible for providing their own administrative and logistical needs and for the preparation and maintenance of a resource list for use in carrying out their emergency responsibilities.

VII. PLAN DEVELOPMENT AND MAINTENANCE

- A. The County Manager, through the Emergency Management Coordinator, will insure development, annual review, and revisions, of this plan, are conducted by all officials involved. This shall include review of those portions of the plan actually implemented in an emergency.
- B. This plan shall be exercised in accordance with the Federal Emergency Management Agency (FEMA) four year exercise plan to insure a readiness posture for those who have an emergency responsibility.